**EXHIBIT A** 

### MILPITAS ECONOMIC STRATEGIC ACTION PLAN(PROPOSED)



February 7, 2006

## PROPOSED CITY OF MILPITAS 2005 ECONOMIC STRATEGIC ACTION PLAN

The proposed Action Plan defines programs and activities to implement the strategy over the next three to five years. These actions are organized by the Strategic Plan goals and objectives and the City Budget and identifies implementation teams and estimated costs.

Goal: Improve Milpitas' Image as a Place to Live, Work and Shop

City Budget Polic	y: Oversee completion and implementation of the Economic Development
Plan.	
Implementation Temas Cosis	Seminary 4-bane 2026
EDM, EDC, Engineering; Planning  Estimated cost: \$50,000.	Recommend funding to install two (2) local identifying signs as part of the City's 2006-07 CIP. Incorporate into signs historic or cultural icons that reflect Milpitas' history and cultural diversity, such as using Handcraft Tiles.  Team: Economic Development Manager (EDM); Economic Development Committee (EDC)
EDM, EDC, Information Services (IS)	Develop a new economic development page to be added to the City's existing web site, which provides information on economic development issues, programs, and events designed to educate and inform the public.
EDM, EDC	<ul> <li>Utilize Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to create or modify policies that will enhance economic and fiscal development, such as publicizing the economic, social and environmental benefits of manufacturing and industry, emphasizing the great location of Milpitas, etc.</li> </ul>
EDM Estimated Cost: \$6,000	Present opportunities for combined marketing with Silicon Valley     Economic Development Alliance (SVEDA) to maximize funds.
Implementation Team & Costs	1 – 2 Years
EDM, IT	Update and expand the economic development page on the web site on a quarterly basis.
EDM, EDC	• Continue active support for construction of the two local identifier signs.
EDM, EDC	Improve public awareness of benefits to economic development.

City Budget Polic	y: Oversee completion and implementation of the Economic Development
Plan.	
	1—2 Xeas
EDM, EDC	Use a Stakeholder Committee to define the major contributions forming the high quality of life in Milpitas, and to define the relationship between economic development and the high quality of life.
EDM	Work with Chamber of Commerce to update a flexible community profile package that can be used to inform both citizens and potential businesses about Milpitas, focusing on economic development issues.
EDM	<ul> <li>Recognize and feature local successful businesses and largest employers in local newspapers, on the website and newsletters. Identify opportunities to involve them in community events to keep the residents informed about the significant contributions made by businesses to the local economy.</li> </ul>
EDM, EDC, City Council	Develop a marketing and public relations program to improve visibility of Milpitas as a business and industry center.
Estimated cost: \$150,000	
Thirplefrienration Team & Costs.	
EDM, EDC, Engineering	Recommend funding to construct and install all remaining local entryway signs and construct one freeway identification sign.
Estimated cost: \$1,180,000	<ul><li>a. Remaining local street signs: \$150,000 - \$180,000</li><li>b. Freeway Identifier Sign: \$1,000,000</li></ul>

### Goal: Improve Retail Spending Opportunities

City Budget Police	y: Clarify, formalize and implement economic development strategies and
	pon generating new and/or enhanced revenues.
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EDM, Planning	ED Manager and Planning Director to meet with Midtown Precise
Director	Plan property owners. Make recommendations to Planning Commission and City Council regarding creation of Precise Plan.
Estimated Cost:	Commission and City Country Togarding ordinary of 2 2 200100 1 1-1-1
\$60,000	
emplementations Heatricological	
EDM, EDC,	Complete Precise Plan. Continue to work with Midtown property
Planning	and business owners.
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Manufaction and a	
EDC, EDM,	EDC Retail Subcommittee & Chamber Board meet to discuss
Chamber	programs and activities to promote Milpitas shopping.
Implemenation Sean & Casis	1-2 Years
EDM, EDC,	Develop and implement a "Shop Local" campaign.
Chamber	
Estimated cost: \$25,000	

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Implementation Team & Costs	Implementation Team & Costs
EDM, EDC Retail Subcommittee, DMA Board	Downtown Milpitas Association (DMA) Board/EDC Retail Subcommittee meets regarding DMA strategies. Identify opportunities to promote Milpitas. Midtown, Transit Study Area (TSA) and industrial and commercial land use changes; hillside opportunities.
EDM	Review TSA Market Analysis with EDC in January or February 2006.
EDC	Develop recommendations on marketing TSA for Council consideration upon adoption of the TSA plan.
Implementations Feam & Costs	
EDM	Quarterly updates to EDC on TSA planning and existing TSA projects.
EDC	EDC to advise on TSA Implementation efforts.
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Tem & Costs	
EDC, EDM, Planning, Engineering	Make recommendations for better destination signage throughout the core of the City.
EDM, Planning, Engineering	<ul> <li>Facilitate dialogue with railroad, state, and federal landowners to guide redevelopment of their properties in the City particularly along the railroad lines.</li> </ul>
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Implementation Team & Costs	January – June 2006

EDM, Planning	The Mills Corporation is actively involved in the TSA development and meets with staff regularly on tenanting.
Implementation Team & Costs	1-2 Years
EDM, EDC, Planning	<ul> <li>Support Planning in developing a master lease approach with Great Mall to facilitate new leases and use changes.</li> <li>Initiate annual Great Mall overview with EDC.</li> </ul>
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	n ngala an hanarang paganasa ngala nga Ngala ngala ng Ngala ngala ng
Fleam & Costs Ha	Research best practices on surveys that other cities have used to evaluate the same. Determine applicability to Milpitas and make
Estimated Cost: \$40,000.	recommendations on implementation.
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lmojenien alion Pean & Coss	
EDM, EDC, Chamber, Retail Subcommittee	Work with Chamber, DMA and retail shopping centers to develop a comprehensive brochure marketing Milpitas retail.
Estimated Cost: \$25,000	
EDM, EDC, Planning, Chamber	<ul> <li>Support district master plans for designated neighborhood and commercial areas to guide their future development. Master plans should be at sufficient detail to permit identification and resolution of major policy issues and development constraints, and at the same time, be general enough to guide rather than to proscribe</li> </ul>
Estimated cost: \$30,000	<ul> <li>development solutions.</li> <li>Work with property owners to identify and encourage reinvestment opportunities in designated commercial districts and to develop strategies for repositioning or redeveloping poorly performing neighborhood and commercial uses.</li> </ul>

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Team & Costs	3 - 5 Years
EDM, EDC	<ul> <li>Update retail marketing brochure annually for distribution locally and regionally.</li> </ul>
Estimated Cost: \$10,000	
Team & Costs	Parping - Sidne 2006
EDM, EDC, Planning	<ul> <li>Evaluate zoning policies that may deter executive housing development in conjunction with 6.B.1.</li> </ul>
Implementation Teams/Gosts	
EDM, EDC, Planning	<ul> <li>Evaluate Midtown, TSA and industrial and commercial land use zoning and changes to ensure that executive level housing opportunities are included.</li> </ul>
Estimated Cost:	<ul> <li>Evaluate impacts of hillside opportunities for additional executive housing development.</li> </ul>
\$20,000	<ul> <li>Conduct a comprehensive analysis of City land use policies to ensure regulatory policies respond to changing market forces and that development maintains balance and character appropriate for Milpitas.</li> </ul>

### Goal: Balance Housing Supply with Demand for Housing by Local Workers

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City Pudget Police	cy: Oversee completion of the Economic Development Plan.
City Budget Fond	cy. Oversee completion of the Economic Development Fran.
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Team & Costs	
EDM, EDC, Neighborhood	• Continue to encourage mixed-use developments, when feasible, to maximize the development potential of available sites.
Services	Presentation of the City's Housing Element in Spring 2006 to EDC.
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EDM, EDC, Neighborhood	Review criteria for use of redevelopment funds to further affordable housing.
Services	Support master planning for designated neighborhood and commercial areas to guide their future development.
	Review and analyze vacant, underutilized sites for potential development of specific housing and commercial use.
	• Encourage full utilization of properties under existing zoning consistent with the City's General Plan and other City policies.
	Promote public investment in infrastructure to support the maximum
	development potential and encourage investment in underutilized areas.
	Ensure the ongoing vitality of neighborhood commercial districts by establishing policies to maintain the character of neighborhood districts over time, recognizing that such policies have to be
·	responsive to changing market forces.

Goal: Retain and Support the Success of Existing and New Businesses

	y: Clarify, formalize and implement economic development strategies and
policies focused u	pon generating new and/or enhanced revenues.
Team & Costs	
EDM, IT, EDC  Estimated Cost:	Update City's website with direct links to existing employment and job resource centers such as North Valley Private Industry Council (NOVA) and other business assistance service providers.  Design and undete on informational polyage for distribution to small.
\$3,000	Design and update an informational package for distribution to small businesses at City Hall such as a business base data, related news articles, and available space for lease in Milpitas.
Alampherman arms	
EDM, EDC, Chamber	Develop and coordinate small business assistance programs and activities with the Chamber of Commerce and other public and non-profit entities to provide services to local merchants.
EDM, Engineering, DMA, City Council	More applicable as Midtown and other commercial district redevelop. Consider Property Based Improvement District (PBID) depending on more specific goals of formation.
Estimated cost: \$75,000 per district	
noglementations	- January — June 2006
EDM, EDC	Determine applicability of Historically Underutilized Business (HUB) and
	Enterprise Zones for Milpitas.
Implementation Team & Costs	1-2Years
EDM, EDC,	Maintain attractive industrial and manufacturing areas.
Planning, Engineering, Public Works	<ul> <li>Attract and retain industrial businesses by providing business assistance to industrial and manufacturing businesses.</li> </ul>

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Implementation	January – June 2006
Team & Costs	
EDM, EDC	• Use EDC to evaluate existing programs in other cities and determine applicability to Milpitas.
Implementation Team & Costs	1 - 2 Years
EDM, EDC	<ul> <li>Make recommendations for business incentives to City Council with funding suggestions.</li> </ul>
Implementaren a Rearro Boga	
EDM, EDC,	Work with professional groups to identify potential for nanotechnology development.
	Meet with Managers of existing business incubators.
ing and an arranged to the second second Second second	
Team & Costs	
EDM, EDC, Building	Investigate local permit requirements to determine if fees are competitive to encourage installation.
Dunding	Consider as part of business incentive program if rebates desired.
4.55776x61013	
Implementations Lean & Costs	Vannary - June 2006
EDM, EDC, Engineering	<ul> <li>Develop business outreach targets and create outreach program.</li> <li>Monitor the need for capital improvements to foster economic</li> </ul>
	development on an ongoing basis.  • Enhance the City's web site and utilize as a tool to communicate with
EDM, IS, EDC	the business community. Update community profile and business base data. Maintain current information on the web site about economic development events and activities of interest to the business community.
EDM, Planning	Respond proactively to site location inquiries from prospective businesses with information that helps them chose Milpitas as the
	place to locate their business.
EDM, Chamber	Develop and maintain a package of information, which includes a current database on the City's community profile, business and space inventory and other useful information packets and materials to respond to potential clients' needs.
	· ·

Implementation Team & Costs	1-2 Years
EDM, EDC, Planning	Develop Request For Proposal (RFP) to complete an existing conditions analysis of industrial, Research & Development (R&D) and office buildings outside TSA to establish guidelines for future land use transition. Consider limitation on assembly, medical, dental
Estimate Cost: \$80,000	<ul> <li>and similar uses in these areas until analysis complete.</li> <li>Increase support by co-sponsoring Chamber mixers, monthly breakfasts, and annual events that may honor businesses for their contribution to the community.</li> </ul>
	<ul> <li>Strengthen the unique economic role of each business area through zoning and other regulations.</li> <li>Identify and participate in regional or statewide activities that will promote Milpitas as a regional commerce center.</li> </ul>
	Review existing conditions report and preliminary findings with property owners and other stakeholders. Present findings to Planning Commission and City Council for implementation.
hoplementation Team & Costs	
EDM, EDC	Continue the corporate visits. Corporate visitation should include large employers, large tax generators, and new businesses absorbing substantial or long-term vacancies.
de de la companya de La companya de la companya de	regalistica de la compaña de la compaña La compaña de la compaña d La compaña de la compaña d
Implementation Team & Costs	January 4 Penti 2006
EDM, EDC, Chamber, Planning, IS, Building, Fire,	Participate in the permit and inspection streamlining Roadmap for Service Improvements. Review recommendations with EDC and consult with Chamber of Commerce prior to implementation for business feedback.
Engineering	<ul> <li>Establish a stronger working relationship with commercial brokers in Milpitas to identify collaborative business attraction opportunities.</li> <li>Work with IS to maintain updated available property listings on the City's web site.</li> </ul>
Implementation Team & Costs	1-2 Years
	• Evaluate parking standards to ensure sufficient parking for businesses and customers.

### Goal: Improve Employability of Local Residents

City Budget Police policies focused u	ey: Clarify, formalize and implement economic development strategies and apon generating new and/or enhanced revenues.
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EDM	Meet with NOVA representatives to discuss options for increased outreach to Milpitas residents and report to EDC.
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Hospicasonarione Monte and Const	Zanuary – Jone 2006.
EDM	Work with NOVA and state to determine training and employment financial assistance that may be available to local businesses.
limplementation	January - Iume 2006
Team & Costs EDM, EDC,	Publicing information on financial accident
Chamber	Publicize information on financial assistance programs for training and employment to local businesses.
Implementation Team & Cost	1-2 Years
EDM, EDC,	Contact businesses to evaluate effectiveness of financial assistance
Chamber	training and employment programs.
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Implementation Team & Costs	January – June 2006

EDM	TV 1 21 YOUR 1
EDM	<ul> <li>Work with NOVA and state Employment Development Department (EDD) to understand how Milpitas residents are assisted with finding</li> </ul>
	local employment opportunities.  Make recommendations on how to improve connection needs.
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EDM, Mayor,	Organize "Doing Business in Milpitas" Workshop for Tuesday,
Chamber,	February 28, 2006. Presentations and breakout sessions focused on
SBDC and	new and potential entrepreneurs.
others	<ul> <li>Investigate opportunities with the Entrepreneur Center for specific</li> </ul>
Estimated Cost:	Milpitas outreach sessions.
\$1,500 Lapplementations	
Pennicialis #2	1 23(18)
EDM, Chamber,	Conduct annual follow-up workshops.
SBDC	Conduct aimuai 10110w-up workshops.
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City Budget Polic	y: Oversee completion of the Economic Development Strategy.
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Team & Costs.	
EDM	<ul> <li>EDM working with Milpitas High students to create local high tech</li> </ul>
	summer internship program.
	<ul> <li>Meet with MUSD officials on ways business could better serve to</li> </ul>
7-27-22-22-22-2	enhance academic status.
Implementation Team & Costs	1-2 Years
EDM	EDM to meet with NOVA and MUSD officials to understand current
	career based programs and report back to EDC.
EDM, EDC	Investigate a Business Speaker's Bureau to host student programs as a
Subcommittee	way to encourage participation in math and science classes.

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Implementation Team & Costs	1-2 Years
EDM, EDC Subcommittee, Rotary	Work with Chamber and Milpitas Rotary to see if Business     Experience Day could be expanded. Contact Junior Achievement to see if their program can be of use in this area.
Implementation Team & Costs	3 →5 Years
	Evaluate impacts of Speaker's Bureau.

### Goal: Diversity Milpitas' Economic Base

City Budget Police	y: Clarify, formalize and implement economic development strategies and
	pon generating new and/or enhanced revenues.
Team & Costs	
EDM, EDC, Chamber	<ul> <li>Meet with commercial brokers and development community to expand awareness of Milpitas opportunities.</li> <li>Develop citywide Wireless opportunities for businesses.</li> <li>Publicize the TSA and Midtown Specific Plans.</li> <li>Plan business development tour.</li> </ul>
EDM, EDC	Identify those businesses not represented in the Milpitas business community. Determine information needed by those businesses to make location decision and best ways to outreach to them.
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EDC, EDM	Develop cost estimates for starting and administering a business incubator.
Estimated cost: \$200,000/year	
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Implementation	January—June 2006
Team & Costs	
EDM, Planning, EDC	<ul> <li>Track business condominium conversions to evaluate impact on creating Class A professional office space.</li> <li>Support Midtown Specific Plan efforts to strengthen downtown to attract more professional office tenants.</li> </ul>

	<ul> <li>Evaluate existing zoning ordinance to identify policies that conflict with maintaining a healthy business community.</li> </ul>
·	Recommend EDC create a subcommittee for this effort.
Implementation Team & Costs	1-2 Years
EDM, EDC	<ul> <li>Continue to support policies and programs that expand and attract more Class A professional office tenants.</li> <li>Make recommendations on specific zoning amendments to facilitate continued economic vitality.</li> </ul>
Emplomedikator Emplomedikator Estados	
EDM, EDC	Meet with commercial brokers and property owners.
alimplementation. Pain 22 Casis	1. Page 15 and 15 a
EDM, EDC Estimated Cost: \$10,000	Develop targeted marketing for business professionals.

## Goal: Develop Economic Strategy Performance Measures (Response to City Council comments on 7/0/05)

City Budget Policy: Oversee completion of the Economic Development Strategy.			
Implementation Team & Costs	January — June 2006.		
EDM, EDC	<ul> <li>Develop measurements to gauge effectiveness of ED program and review with City Council.</li> <li>Identify baseline data for measurements.</li> </ul>		
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EDM, EDC	<ul> <li>Evaluate measurements bi-annually.</li> <li>Present update to City Council and update accordingly.</li> </ul>		
City Budget Policy: Oversee completion of the Economic Development Strategy.			
Emplementation	January singe 2006		
EDM, EDC, Planning, Building, Fire, Engineering	Identify existing city policies may prohibit or are inconsistent and deter business development.		
Implementation Lean & Coss	1-2 Means 1		
EDM, EDC	Identify potential policy and program updates.		

### Goal: Provide Administrative Services to the Redevelopment Agency

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diniplementations	Sanuary – June 2006
EDM	Join California Redevelopment Association and participate in legislative briefings and meetings.
Implementation	L=2 Meas
EDM, Finance, City Council	Continue to follow state legislative actions regarding redevelopment and use of tax increments.
EDM, Finance	Seek ways to utilize appropriate legislation and economic development tools to generate revenue for the City to continue maintaining a strong fiscal base.
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EDM, EDC	Participate in local and regional organizations that represent business and property owner interest that will more effectively expose Milpitas for future business development.
Estimated Cost: \$1,000	Organize "Doing Business in Milpitas" presentation for Good Morning Milpitas (January 13, 2006).
Implementation Team & Costs	1 − 2 Years
EDM, Building, Planning, Fire, Engineering, Finance	<ul> <li>Organize a "Doing Business in Milpitas" work fair for local contractors and "do-it-yourselfers".</li> <li>Host annual Chamber Mixers at City Hall.</li> </ul>
Estimate Cost: \$2,500	

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Implementation Team & Costs	January – June 2006
EDM, Finance,	Presentation of 5 year Plan by City Council/Redevelopment Agency in
Engineering	February/March 2006.
Implementation Lean, & Cosis	1 - 2 Years
EDM, Finance	Hold bi-annual public hearing in 2007/08.

# PROPOSED CITY OF MILPITAS 2005 ECONOMIC STRATEGIC ACTION PLAN

#### **Summary of Estimated Costs**

#### February 7, 2006

Activity Activity	Estimated Cost/Year
1. New street identifier signs	\$30,000 (FY 06-07)
2. Combined Marketing	\$180,000 (FY 08/09 – 10/11) \$6,000 (FY 05-06)
3. Public Relations Program	\$150,000 (FY 06/07 or 07/08)
4. Freeway Identifier Sign	\$1,000,000 (FY 08/09 – 10/11)
5. Midtown Precise Plan	\$60,000 (FY 05-06)
6. Shop Local Program	\$25,000 (FY 06/07 or 07/08)
7. Resident Shopping Survey	\$40,000 (FY 06/07 or 07/08)
<ul><li>8. Retail Marketing Brochure</li><li>9. Annual Marketing Updates</li></ul>	\$25,000 (FY 06/07 or 07/08) \$10,000 (FY 08/09 – 10/11)
10. Neighborhood Commercial Planning	\$30,000 (FY 06/07 or 07/08)
11. Zoning Analysis	\$20,000 (FY 06/07 or 07/08)
12. Small Business Info Packet	\$3,000 (FY 05-06)
13. Property Based Improvement District	\$75,000 (FY 06/07or 07/08)
14. Industrial Land Use Analysis	\$70,000 - \$80,000 (FY 06/07)
15. Doing Business in Milpitas Workshop	\$1,500 (FY 05-06)
16. Nanotechnology Incubator	\$200,000/year
17. Business Professional Targeted Marketing	\$10,000 (FY 06/07 or 07/08)
18. Do It Yourself Fairs/Chamber Mixers	\$2,500 (FY 06/07 or 07/08)
TOTAL	\$1,948,000